



KC-46 Source Selection & Peer Review Lessons Learned

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KC-46 AFPEO & Program Director

Integrity - Service - Excellence



Program Of Record

- **179 tankers to begin replacing fleet of 416 aging KC-135 tankers**
- **Multi-role capability - air refueling, cargo, passenger and patient transport**
- **Contract award 24 Feb 11**
 - **Delivery of 18 tankers by 2017**
 - **Production ramp up to 15 tankers per year**
 - **Production concludes in 2028**
- **KC-46 built in Everett factory, with finishing and final delivery in Wichita, KS**
- **Boeing Program Office located at Everett, WA**
- **Air Force Program Office located at WPAFB, OH**
 - **Numerous Teammates**
 - **DCMA**
 - **3 AF**
 - **Global Logistics Support Center (GLSC)**
 - **FAA Military Certification Office (MCO)**
 - **412 TW, Edwards AFB--Responsible Test Organizations (RTO)**

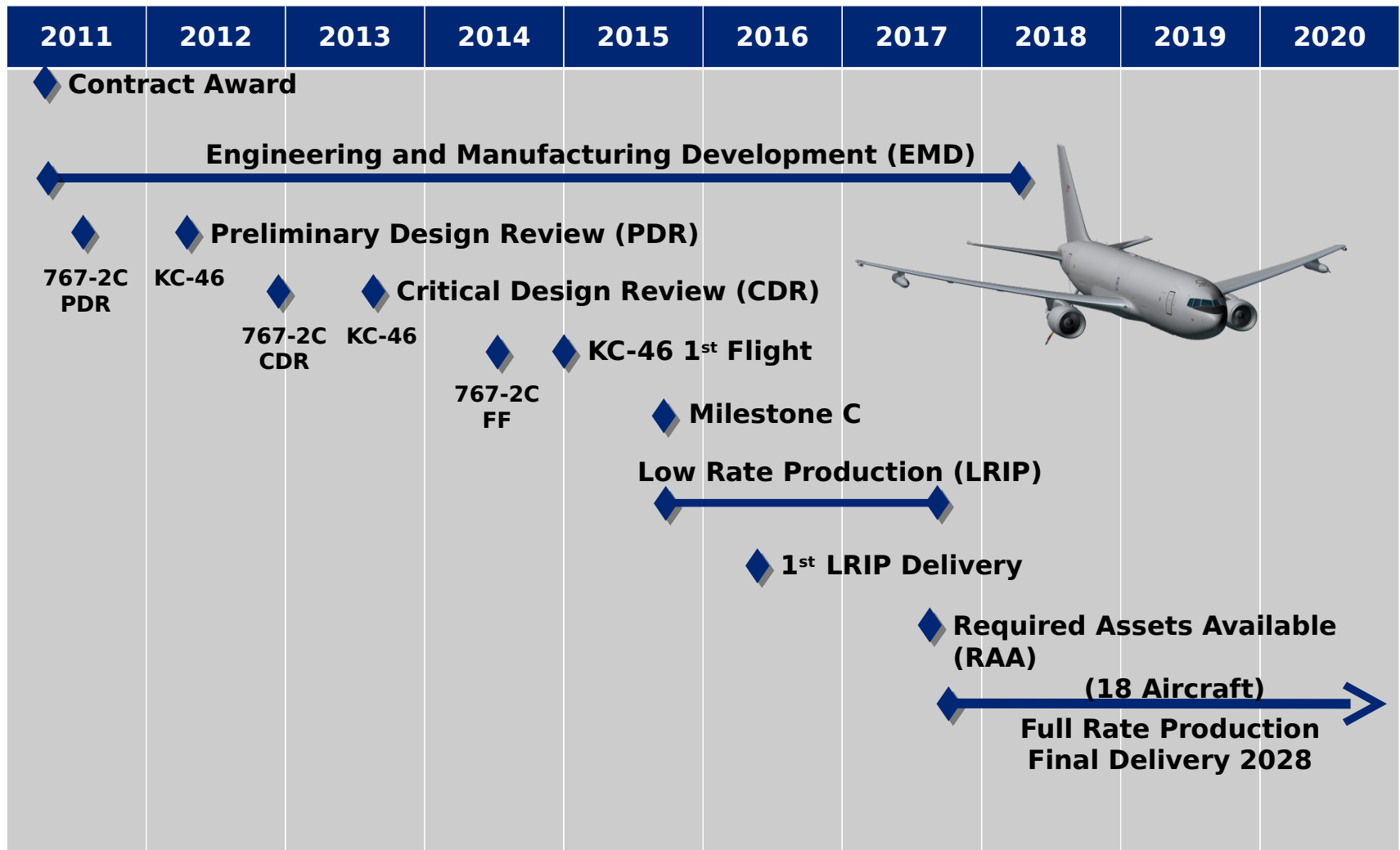


Depots
• **AMC,**
AETC

Integrity - Service - Excellence



Key Milestones





Key Features

MULTI-ROLE CAPABILITIES

- Air Refueling, cargo, passengers, patients
- Roll On Beyond Line of Sight (ROBE) capability

SELF PROTECTION

- Cockpit armor
- Fuel tank ballistic protection
- Chemical / Biological operations
- Electromagnetic Pulse hardening

RECEPTACLE

- 1,200 gpm onload
- Based on C-17

PW4062 ENGINES

- 62,000 lbs thrust
- 120 kVA generators

AERIAL REFUELING OPERATOR STATION

- Dual controls and displays

DIGITAL GLASS COCKPIT

- 787 15" pilot displays
- Net Ready

FLY-BY-WIRE BOOM

- KC-10 modernized design
- 1,200 gpm offload
- 3X KC-135 envelope

CENTERLINE DROGUE SYSTEM

- 400 gpm offload; Refuels all probe receivers

WING AIR REFUELING PODS / DROGUES

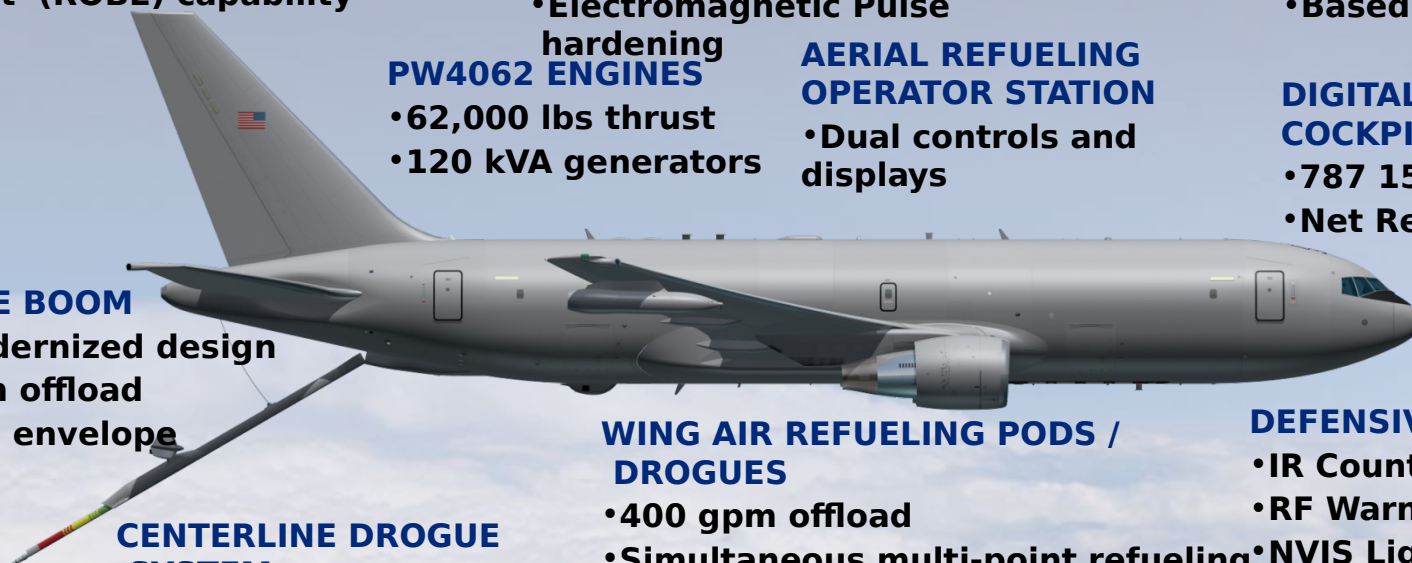
- 400 gpm offload
- Simultaneous multi-point refueling

DEFENSIVE SYSTEMS

- IR Countermeasures
- RF Warning
- NVIS Lighting

STEREOSCOPIC CAMERA SYSTEM

- High resolution cameras for situational awareness
- 185 degree field-of-view





Multi-Role Capabilities



CARGO PALLET

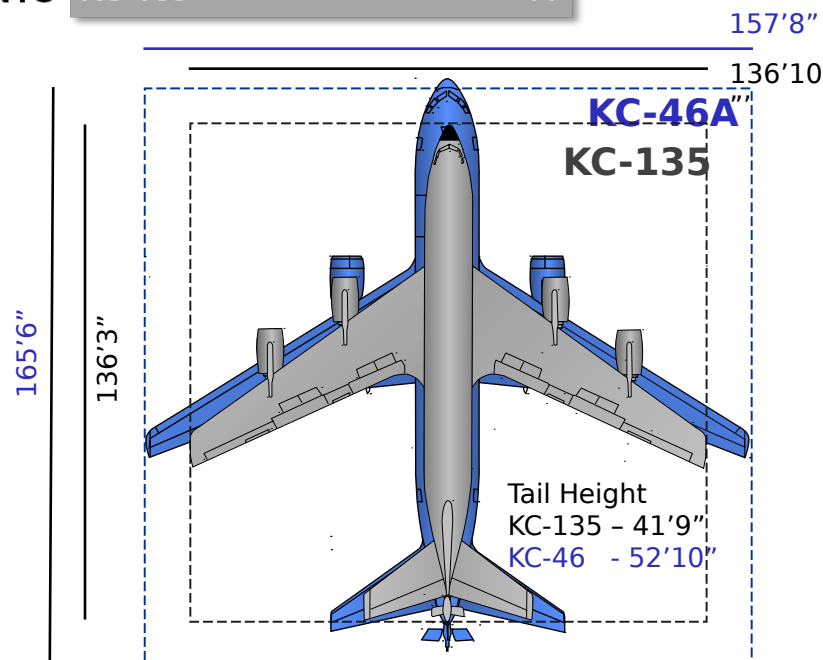
KC-46A	18
KC-135	6

PASSENGERS

KC-46A	114
KC-135	53

AEROMEDICAL EVACUATION PATIENTS

KC-46A	24 Litter/ 34 Ambulatory	58
KC-135		44





Lessons Learned

Red Team Background

- **Combined Two Processes**
 - **OSD Peer Review (DPAP)**
 - **AF MIRT (SAF/AQC)**
- **Very Senior, Very Joint**
 - **20+ members from OSD, Air Force, Navy and Army**
- **Tanker Legacy (Lease, KC-45) Necessitated “Unique” KC-46 Documentation**
 - **Oversight laborious, but necessary to protest-proof KC-46**
 - **Unprecedented documentation (178,151 page Agency Record)**
 - **KC-46 Red Team went deeper than your average review team**
- **5 Reviews**
 - **Pre-RFP Strategy (Apr 09)**
 - **Initial Proposal Evaluation (Sept 10)**
 - **IFARA Disclosure (Nov 10)**
 - **Pre-Final Proposal Evaluation (Nov 10)**
 - **Final Proposal Evaluation (Jan 11)**



Lessons Learned

Red Team Lessons

- **“Red Team” Was An Efficient and Effective Combined Process**
 - **Reduced the “OSD vs. AF” dilemma**
- **Red Team Output Was Critical To Successful Source Selection**
 - **Ensured “we did what we said we were going to do”**
 - **Red Team actually sat down with evaluators**
 - **Adjudication / documentation of disagreements**
- **Red Team Reviews Complemented SSAC Reviews**
 - **Red Team reviewed documentation, SSAC reviewed evaluators’ judgments**
- **Important to Time and Sequence Reviews For Them To Be Effective**
 - **Phase complete = documentation complete, then review**
 - **Red Team should review documentation before SSAC reviews in each phase**
 - **But final Red Team review after SSA decision (final decision documents)**
- **“Drop Boxes” Expedited Reviews**
 - **Permitted remote (non-WPAFB) review of sensitive documents**
 - **Senior leader calendars: allowed advance prep, shorter visits**



Lessons Learned

Acquisition & Source Selection Strategy

- **Competition works**
 - **Significant savings for DoD and Taxpayer**
 - **Build competitive “options” into your acq strategy**
 - **Aircrew and MX sims**
 - **SIL**
 - **3rd party modifications**
 - **Extensive up front procurement of data rights/licenses**
- **Hold contractors accountable to their proposal**
 - **Fixed Price Incentive Firm (FPIF) EMD contract, evaluated at ceiling**
 - **All 13 production lots priced (FFP & NTEs)**
 - **Fuel burn, H clause**



Lessons Learned

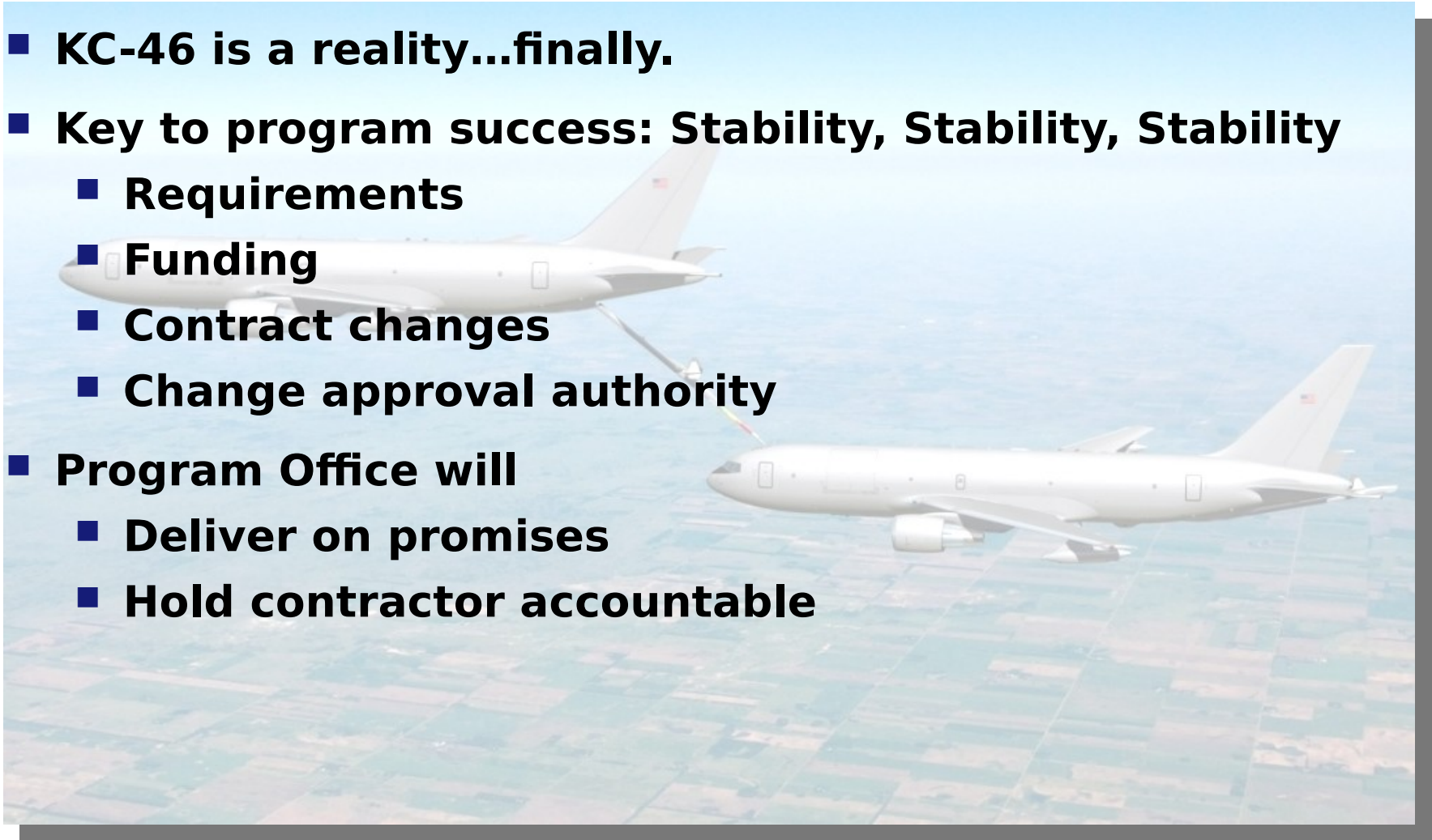
Source Selection Execution

- **Keep source selection strategy simple**
 - **Mandatory requirements**
 - **Objective -vs- subjective and Pass/Fail criteria**
 - **Measure only what is important or a discriminator (MILCON, no life cycle costs)**
 - **System Specification -vs- System Requirements Document; Statement of Work -vs- Statement of Objectives**
 - **Pre-source selection training (EZSource, MILCON, “Red Flag”, tech writing)**
 - **Documentation (legal, contracting, and tech writer reviews)**
- **Plan for future efficiencies (should cost -vs- will cost)**
 - **VIQ matrices for production and ICS**
 - **Commercial parts pool**
 - **Engines and LAIRCM breakouts**
- **Use expertise across DoD**



Summary

- **KC-46 is a reality...finally.**
- **Key to program success: Stability, Stability, Stability**
 - **Requirements**
 - **Funding**
 - **Contract changes**
 - **Change approval authority**
- **Program Office will**
 - **Deliver on promises**
 - **Hold contractor accountable**





Back-Up

